

STATE OF NORTH DAKOTA

STRATEGIC FOUR YEAR STATE PLAN

FOR THE SENIOR COMMUNITY SERVICES EMPLOYMENT PROGRAM

For the Program Years 2008 - 2011

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Section 1 Purpose of the State Plan

The Aging Services Division contracts with Experience Works to carry out the SCSEP program in North Dakota. Experience Works is the only national grantee operating in the State.

Collaboration with the public workforce system fills gaps in Experience Works resources and has proven effective in preparing the low-income older worker with skills need by local employers. Staff consider workforce system, their administrative agencies, Job Service partners, and the one-stop integral to their SCSEP service strategy and to the development of effective working relationships with local employers. MOUs and cooperative arrangements with Job Services promote placement of SCSEP participants by providing access to labor market information, skill training leading to employment, and local job listings. All SCSEP vacancies to the extent possible are registered with the local Job Services, and upon enrollment, staff logs SCSEP participants into one-stop system to aid their job search.

Cooperative Job Service arrangements vary from area to area, but most commonly, Experience Works SCSEP assistants or employment and training coordinators are located at one-stop centers and serve as the primary point of contact for older job seekers. SCSEP participants are also assigned to the local Job Service to assist with administrative duties providing valuable assistance while enhancing their training for unsubsidized employment. Experience Works staff assist the Job Services by providing presentations to clients on various topics to enhance their chances of obtaining and retaining employment and they assist with outreach to more rural residents of the state. Other collaborative efforts include the use of the Job Services for job orders, labor market information, coordination on intensive services/training needed by specific participants, and other resources of value to the SCSEP. Experience Works and Job Services collaborate on joint training activities and job fairs, share job leads, and work together to engage the business community in Job Service and SCSEP initiatives that support local business interests.

Staff collaborate with a variety of training and other resources for participants to meet their IEP and employment goals, including skills training; classroom instruction; individual instruction; computer-based self-instruction; training through one stops, community colleges, or other employment and training providers; and on-the-job (OJE) with private employers. Basis trainings in reading, writing, math, and GED preparation, or English-as-a Second-Language instruction, are leveraged through local school districts, literacy councils, community colleges, volunteer literacy programs, and community and faith-based organizations.

For participants who qualify, vocational rehabilitation provides assistance in many areas. Provision of assistive technology and training resources are examples of the types of assistance this valuable partner has provided.

Staff have strong ties to the Aging Services programs, resulting in cross referrals of customers and designation of Older Americans Act service provider as host agencies. Some of Experience Works' more innovative host agency assignments have occurred in collaboration with the aging network or resulted in permanent employment for participants. This coordination will continue into the new performance period. Experience Works collaborates with the other SCSEP sponsors to make referrals when a participant would be better served by another sponsor, coordinate One-Stop service activities, work together on events such as Employ Older Workers Week or community job fairs, and ensure that equitable distribution mandates are maintained.

The NDDHS, Aging Services Division, will work closely with the Department of Labor, Experience Works, and other SCSEP partners to continue improving the equitable distribution of SCSEP positions within the state and to develop the required State Plan. The sub-recipient regional director or designated representative will participate in all equitable distribution meetings.

Public/private partnerships, cooperative agreements and contracts will continue to be developed with other employment-related organizations to enable Experience Works to better meet critical, basic needs of its participants and their communities in the areas of education, training, employment, health care, housing, nutrition, and transportation. These and other services frequently make the difference between a low-income senior working at a community service assignment and eventually achieving unsubsidized placement or dropping out of the labor market entirely.

North Dakota has a Memorandum of Understanding signed by the grantee and sub-recipient that is in effect covering the workforce system and the mandatory partners. The MOU spells out the commitments of the partners in the collaborative effort. To the extent possible, MOUs are developed with other collaborating organizations, especially when extensive joint activities are a part of the relationship or are expected to occur within the near future.

On an on-going basis, a minimum of yearly meetings will be held between Experience Works and Aging Services to discuss the SCSEP program and determine any changes that may be needed in the design of the programs.

Section 2 Involvement of Organizations and Individuals

The process for involvement of organizations and individuals is described in Section 3.

Required contacts in North Dakota are as follows:

- State Units on Aging and Area Agencies on Aging – the Aging Services Division of the North Dakota Department of Human Services is the federally designated single planning and service area serving as both the State Unit on Aging and the Area Agency on Aging.
- State and Local Boards under the Workforce Investment Act (WIA) – the Workforce Development Council acts as both the state and local workforce investment board under the WIA. As a single local area, the One Stop Delivery System includes all SCSEP grantee programs in North Dakota.
- Public and private non-profit agencies and organizations providing employment services.
 - Experience Works is the only national grantee operating in the State of North Dakota. The Department of Human Services, Aging Services Division contracts with Experience Works to administer the state authorized positions.
- Social Service Organizations providing services to older individuals.
 - The County Social Service agencies located in each county provide Home and Community Based Services (HCBS) to older persons and persons with disabilities. Examples of HCBS services are personal care, adult foster care, adult day care, chore service, respite care, case management, environmental modifications and family home care.
- Grantees under Title III of the Older Americans Act.
 - The Aging Services Division contracts with units of local and tribal governments and non-profit agencies to provide the following services: congregate and home delivered meals, outreach, health maintenance, assistive technology, legal services, and senior companion services.
- Affected communities.
 - The State is divided into eight Governor designated regions. Each Regional Human Service Center includes a staff person(s) designated to work with older persons and OAA contract entities. Affected communities will be contacted through the Regional Human Service Centers.
- Unemployed older individuals
 - Contacts will be made through such agencies as Job Service, Experience Works, Senior Companion program, Senior Centers, and OAA providers.
- Community-based organizations serving older individuals.
 - Examples of organizations would include Community Action Agencies, Independent Living Centers, Lutheran Social Services and AARP of North Dakota.
- Business organizations.
 - Many communities in North Dakota have local business organizations as well as Chamber of Commerce. The Greater North Dakota Association serves as the State Chamber of Commerce.

- Labor organizations.
 - An example of organizations that would be pertinent to older workers would be AFL-CIO, United Transportation Workers, Carpenters Union Local and Missouri Slope Central Labor Council.

Appendix C contains a sample letter sent to the above, a list of the entities receiving letters, as well as letters that were received from those organizations and individuals. Appendix B is a compilation of public comments received on the draft State Plan.

Section 3 Solicitation and Collection of Public Comments

During the month of May 2008, a draft copy of the State Plan will be distributed to the public; interested individuals, agencies and organizations, tribal entities, and required parties.

Comments and input will be requested and considered for inclusion in the State Plan. A summary of all comments will be included as an appendix to the State Plan.

Methods to assure the opportunity for public comment will include sending letters and e-mails; including requests for comments through newspapers and agency newsletters; through face to face contacts with required parties and through review by the Governor's Committee on Aging which is the Governor appointed advisory group for the Aging Services Division. In addition, a meeting will be held with Experience Works the only national grantee in North Dakota.

In 2010, review of the State Plan for SCSEP will be included in the input hearings held across the state and on each Indian Reservation by the Aging Services Division prior to developing the State Plan on Aging.

If modification of the State Plan is necessary, the input and recommendations of individuals and organizations as required by the Older Americans Act will be requested and the changes to the State Plan will be published for public comment.

Section 4 Basic Distribution of SCSEP Positions within the State

a. Location of Positions

All SCSEP providers of services in North Dakota work cooperatively to improve the equitable distribution (ED) of SCSEP positions using the 2000 Census data. This new Census data required very little change in positions per county from the 1990 Census figures. There are no counties that are significantly over – or under – served with a variance of 1-4 of their equitable share based on the U.S. Census 2000 data. Any equitable distribution imbalances will be corrected through attrition and the transfer of participants. The displacement of current participants will be avoided whenever possible.

The NDDHS, Aging Services Division, will work closely with the Department of Labor, Experience Works, and other SCSEP partners to continue improving the equitable distribution of SCSEP positions within the state and to develop the required State Plan. The sub-recipient regional director of designated representative will participate in all equitable distribution meetings.

Any movement of slots would be accomplished prior to submission of the State Plan. Thereafter, the equitable distribution will be reviewed on a yearly basis each Spring. See Appendix A for the most recent ED report.

b. Rural and Urban Populations

The population of the world, of the United States and of North Dakota is aging. It has been predicted by the United Nations that in 50 years, if current trends continue, one out of every three people in the world would be older than 60. Those predicted two billion seniors would outnumber the world's youth.

In the United States, according to the U.S. Census Bureau, 35.0 million people 65 years and older were counted in the 2000 Census. This number is estimated to have increased to nearly 36 million in 2003. In 2000, 5,574 Americans celebrated their 65th birthday every day.

With 14.7 percent in 2000, North Dakota was one of only nine states where persons 65 and older constituted 14.0 percent or more of their total populations. This percentage is estimated to have increased to 14.8 percent in 2003. Florida has the nation's largest proportion of persons 65 and older at 16.8 percent. Both North Dakota and Florida are well ahead of the national figure of 12.4 percent. (*Older Americans Report*, April 8, 2005)

As shown in Table 1, the people 60 and over increased by over 10 percent during the past 23 years while those 60 to 74 have decreased by over 7 percent during the same time period. The people in the age cohort 75 to 84 have increased by more than one-third (34.4 percent) since 1980.

What is astounding is the increase in the number of the oldest old – those 85 and older. Like the United States, North Dakota's oldest old population showed the highest percentage increase – nearly 100 percent since 1980. In fact North Dakota, not Florida, leads the way when it comes to the proportion of people 85 and older at 2.6 percent. (*Older Americans Report*, April 8, 2005)

How can the numbers in Table 1 be explained? There are many possible reasons for the increases: improved healthcare including preventative care; improved nutrition; improved hygiene; improved public health; less labor intensive work; and so forth. How can the decrease in the 60 to 74-age cohort be explained? One explanation might be that when people reach retirement age, they move to other parts of the United States such as the "Sun Belt" states. Another explanation may be related to the times they were born. The individuals aged 60 to 74 in 2003 were born from 1929 to 1943; this time period encompassing the Great Depression beginning with stock market crash in 1929 and extending to the middle of World War II. When times are prosperous babies are born; when times are lean and when many men are absent fewer babies are born.

According to the North Dakota State Data Center, 2020 will bring major changes in the demographics of North Dakota. The Center is projecting that the population age 60 and over will increase by 63.1 percent from 2000 to 2020. (Table 2)

It must be advised that population projections, according to the State Data Center, are mathematical calculations that illustrate what the population will be in the future if specific assumptions persist throughout the projection period. Although information depicting North Dakota's resident population is relatively accurate, the ability to forecast substantial changes is a socio-economic or demographic process that may alter current population trends is tenuous at best according to the State Data Center. What would happen to the projections if, in the next ten years, cures were found for cancer and/or Alzheimer's Disease or ways to prevent the onslaught of diabetes or heart disease? Because of this fact, it is wise to utilize these projections with caution. They should not be viewed as the sole element in planning or decision-making, rather as only one tool in the process.

Table 1
North Dakota Population by Age Cohort
Source: North Dakota State Data Center

AGE	1980 CENSUS (652,717)	1990 CENSUS (638,800)	2000 CENSUS (642,200)	2003 ESTIMATE (633,840)	PERCENT CHANGE FROM 1980 TO 2003	PERCENT OF TOTAL ESTIMATED 2003 POPULATION
65+	80,445	91,055	94,478	93,837	+16.7%	14.8%
60+	108,387	118,195	118,985	119,636	+10.4%	18.9%
60-74	75,089	74,799	70,408	69,700	-7.2%	11.0%
75-84	25,158	32,244	33,851	33,820	+34.4%	5.3%
85+	8,140	11,152	14,726	16,116	+98.0%	2.6%
Median Age	28.1	32.4	36.2	-----	-----	-----

Table 2
North Dakota Population Projections by Age Cohort
Source: North Dakota State Data Center

AGE	2000 CENSUS (642,200)	2003 EST. (633,840)	2005 PROJ. (640,200)	2010 PROJ. (645,325)	2015 PROJ. (648,972)	2020 PROJ. (651,291)	PROJ. % CHANGE 2000-2020
65+	94,478	93,837	97,771	110,229	127,263	149,566	+58.3%
60+	118,985	119,636	124,043	144,137	168,978	194,002	+63.1%
60-74	70,408	69,700	70,503	83,283	102,400	120,744	+71.5
75-84	33,851	33,820	38,251	42,027	43,918	49,000	+44.8%
85+	14,726	16,116	15,289	18,827	22,660	24,258	+64.7%

According to the State Data Center, three leading trends are seen to influence the state's current population and comprise the underlying assumptions used to project future populations within North Dakota: rural depopulation, out-migration of young adults young families, and an increasing proportion of older individuals.

For decades rural residents have been migrating to larger cities within the state. This movement has been due to better employment opportunities, increased health care availability, closer proximity to family and friends, etc. This trend of residential consolidation in North Dakota is not unlike that which is occurring throughout the Great Plains.

In the last decade, population growth has occurred largely in the metropolitan counties (Burleigh, Cass, Grand Forks and Ward) as well as the reservation counties (Rolette and Sioux). In fact, only six of the state's 53 counties grew between 1990 and 2000 (20 percent in Cass, 15 percent in Burleigh, 8 percent in Sioux, 7 percent in Rolette, and 2 percent in Ward). The long-term trend of net-outmigration is expected to continue. Thus, the majority of counties will continue to lose population. Currently, more than half of the 53 counties in the state have a population base below 5,000 residents. By 2020, it is projected that nearly half of the counties will have a population base below 4,000 residents (many of which will be older residents). (State Data Center)

In addition to the general trend of rural depopulation, another significant pattern that will have a major consequence on the future of the North Dakota's population is the out-migration of young adults and

young families. This out-migration of young North Dakotans is not a recent phenomenon. It has been happening since the Homestead Act of the late 1800's and early 1900's. Young people, and many with families, left the state when they either met the Homestead Act requirements for their land and either rented out the land or sold it to a neighboring farmer or were unable to meet the requirements due to many reasons including the weather, insects or loneliness.

Out-migration continued during the Great Depression of the 1930s when the drought and economic recession forced people to seek employment in other states – mainly California. During World War II, young people, primarily women, left the state to work in war-supporting industries primarily on the two coasts. Soldiers returning home from the War often did not return to their homes in North Dakota but migrated to states such as Oregon, Washington, Colorado and California. During the farm recession of the 1980s, many farm families either sold or rented out their farms and migrated to other states in search of new careers.

But the loss of residents in their twenties and early thirties has increased markedly over the past two decades. This trend has created an age imbalance that is very evident when examining population pyramids. The pyramids, particularly for the rural counties, are top heavy with many older residents and fewer children and working age (tax paying) residents. This loss of young adults means that there will be fewer parents of childbearing age and therefore fewer children. When young people leave the state they take their children and future children with them. As a result, the number of children (future tax payers and future care providers) will consistently decline for the majority of the counties in North Dakota over the next 20 years. (State Data Center)

The third significant trend is the increasing proportion of older residents. In 1980, 12.3 percent of the state's population base was 65 and older; in 2000, the proportion had increased to 14.7 percent. It is projected that by 2020 this proportion will be 23 percent or nearly one out of every four North Dakota residents. Further, 27 of the state's 53 counties had more than 20 percent of their population base 65 and older in 2000. As stated earlier, the national proportion of people 65 and older is only 12.4 percent.

In addition, North Dakota has the highest proportion in the nation of older residents 85 years and older (2.6 percent). These high proportions of elderly are due, in part, to modest net in-migration of seniors who are returning to the state to be close to family and friends. Elderly desiring to return to informal care networks, already a growing trend in population redistribution, will contribute to dramatically increase as the baby-boom population ages. If current trends continue, the number of people age 65 and older will grow by 58.3 percent over the next 20 years and will represent 23 percent of the state's population. Further, the number of the oldest old (85 and older) will grow by nearly two-thirds (64.7 percent) and will represent 3.7 percent of the state's population. (State Data Center)

These three demographic trends pose serious concerns for North Dakota. How will communities remain viable in the face of continued rural depopulation? How much will property taxes have to increase in order to make up decreased income taxes resulting from the increased numbers of "retired" North Dakota citizens? What will be the impact of increased property taxes on individuals living on fixed incomes? Will public and private entities continue to be able to provide physical, social and health care

services to an ever shrinking and ever-aging population base in the majority of the state? Who will be the support providers in the state in the future? Will there be sufficient numbers of caregivers to meet the projected increased demand?

Population losses, which reduce community size, force remaining residents to face rising costs of, increased travel times to, and decreased availability of goods and services. Will communities and the state be able to ensure adequate healthcare in the face of rural hospital and clinic closings? What will be the impact of further school consolidations on communities across the state? Schools, post offices, and grain elevators tend to keep communities alive. How will communities address the impact of out-migration of young adults and children? Young adults provide the natural increase for a population base themselves and when they have children. Who will be the caregivers for the older population when their children migrate out of state?

Young adults also add vitality, new thoughts, and new ideas to their communities. They are also the next generation of workers. The loss of this “human capital” will have significant effects on the state. Are communities, counties and the state positioned to offer services to a growing older population? Do they have adequate and appropriate housing, healthcare, caregivers and transportation?

As mentioned several times, the older population has been growing and aging rapidly, with the fastest growing segment being those 85 and older. This oldest component is the most likely to need health care support as well as economic, social and physical support, which suggest that the state needs to critically examine changes in this population.

The projected aging of the population is due, in large part, to the Baby Boom cohort – those born from 1946 through 1964. In 2020, the Baby Boomer born in 1946 will be 74. The real surge of Baby Boomers into Senior Boomers will not arrive on the “service-need scene” until around 2030 when the oldest Baby Boomer will be 84. It is projected that service demand could skyrocket. According to the Administration on Aging, there will be about 70 million older persons in the United States by 2030; more than twice their number in 2000. People 65 and older that represented 12.4 percent of the population nationally in 2000 is projected to grow to 20 percent or one out of every five Americans by 2030. (State Data Center) Although 2030 population projections for North Dakota are not yet available, the trends indicate that the state’s proportion of older individuals will continue to be greater than the nation’s and, thus, it would seem logical that this future impact would even be greater in North Dakota.

As is well known, the availability of comprehensive health care and social services often poses problems in low-density, sparsely populated communities such as exists in nearly all of North Dakota with the exception of the four major population centers – Minot, Grand Forks, Fargo-West Fargo and Bismarck-Mandan. The sparseness of North Dakota’s population can best be described by using the term “frontier county.” A frontier county is defined as any county have a population of six or fewer persons per square mile. When considering the 2003 population estimates, 36 of the state’s 53 counties (67.9 percent) could be labeled as frontier counties. Statewide, there were 9.2 people per square mile with a range from a low of 0.6 people per square mile in Slope County to a high of 72.0 people per square mile in Cass County.

As would be expected, the number of people per square mile is greatly reduced when considering the state's older population. When utilizing the 2003 population estimates, there were 1.4 individuals 65 and over per square mile in the state. Twenty-seven of the state's 53 counties has less than one person age 65 and over per square mile. This fact makes provision of needed services a challenge.

The increased numbers of the older population, especially those 85 years and older, raises important social policy issues. The oldest old have the greatest need for long-term care services; however, Medicare, which provides significant health insurance coverage, offers only limited coverage for long-term services. Further, in addition to the relatively greater demand for services and low tax base, there are special problems of transportation, availability of facilities and resources, and delivery of services associated with the geographic dispersion and isolation of the state's older population. (State Data Center)

Along with the rapid growth of the oldest old, the predominance of women at advanced age is a key phenomenon. In 1990, 68 percent of the population 85 and older was female. In 2000, the percent of women increased to 69 percent. Older women tend to have higher poverty rates than older men. At advanced ages, declining health, reduced income and widowhood may prompt many older women to move to the largest cities in the state, where the necessary health and social services are located or where relatives of the older population might live.

The aging North Dakota population has important implications for future community planning. First, declining health and possible loss of some independence of the older population can increase their need for health services, financial assistance, housing, and social support. Second, poverty in old age hits certain subgroups hardest, especially the oldest old, those living alone, and the most rural older residents. Third, the preponderance of women at advanced ages and their greater economic vulnerability are important issues in program planning. Several factors – including work history, family roles in caregiving, marital status, and changes in pension coverage – affect retirement income and the economic well being of older women. The older poor have less access to support services, housing, adequate nutrition, and transportation, and are apt to be less healthy than their wealthier counterparts.

Approximately two-thirds of the state's elderly (age 65 and over) live in the fourteen urban counties of the state. These fourteen counties account for 75 percent of the state's population. (North Dakota State Data Center)

The densest clusters of oldest old population reside in the major population counties including Cass, Burleigh, Grand Forks and Ward. Although the remaining counties have smaller numbers of this population group, the oldest old population in these counties face problems unique to areas of low density, geographic isolation, poorer available transportation, and varying economic bases. Access to health care services is problematic for sparsely populated areas. These areas are also less equipped to meet the needs of their older residents. Comprehensive, state-of-the-art medical care and facilities tend to be available only in the larger urban areas of the state. Traveling long distances to these medical centers may be feasible only for the younger and more affluent segment of this most rural older population.

North Dakota, like the entire Great Plains, is comprised mainly of farming and farm-dependent communities beset by older residents who are aging-in-place and the outmigration of young persons. Many of these communities have experienced the decline and departure of businesses and services, a fall in non-subsidy farm incomes, erosion of the tax base, and reduced services for the elderly (groceries, pharmacies, social activities, etc.).

The most rural communities in North Dakota are limited in public sector capacity. Local economic conditions will continue to affect the range of services available to older persons. Issues such as ease of access to services or low-density service provision are critical when considering the elderly in the counties without urban centers.

The leading edge of the baby boom population is currently entering the pre-retirement years. This means the state needs to prepare itself for a significant elderly growth boom. In 2000, 53,433 North Dakota residents were in the pre-retirement age category (i.e., ages 55-64). The number of pre-retirees in the state is expected to grow by nearly 23,000 people in less than ten years and by 32,250 people within 20 years. The number of pre-retirees in Burleigh County is expected to nearly double by 2020 and in Cass County it is expected to nearly triple. (State Data Center)

The growth of the population age 60 and older has posed and will continue to pose a major challenge to current government programs that support older people. Smaller family size, greater childlessness, and increased rate of divorce mean that many baby boomers will have fewer family resources to turn to in their old age. On the other hand, the economic circumstances of many in the baby boom generation may be better off than the present-day older persons at retirement, since greater proportions will have college degrees, formal labor market experience, and pension coverage.

With the projected increasing number of older persons, the need to provide services to this growing segment of the population will become more and more acute. The growth in the size of the elderly is associated with a major policy issue – the allocation of public resources. The older population requires a disproportionate level of services and share of the public budget. The combination of a growing elderly population, a relatively small working-age population, and the continuing low fertility means that only a relatively small number of persons of working age will be available to provide the services and fund the elderly need. The concentration of persons in the ages where chronic health problems are most common, in combination with the rise in the ratio of older dependents to workers (dependency ratio), may well overtax the supply of health and social services including staff.

Rural and Urban Populations: Statewide, in year 2000, 56 percent of North Dakota's population lived in non-metro counties and 44 percent lived in rural areas. Specifically, as published in the Federal Register November 2002, North Dakota has three Urban Areas: Fargo-Moorhead (MN) MSA, population 142,477; Bismarck MSA, population 74,001; and Grand Forks MSA, population 56,573. Also, as published in this document, North Dakota has 12 Urban Clusters: Beulah, Devils Lake, Dickinson, Emerado, Grafton, Jamestown, Minot, Minot AFB, Rugby, Valley City, Wahpeton, and Williston. Below is a map that illustrates these U.S. Census Bureau Classifications for North Dakota.

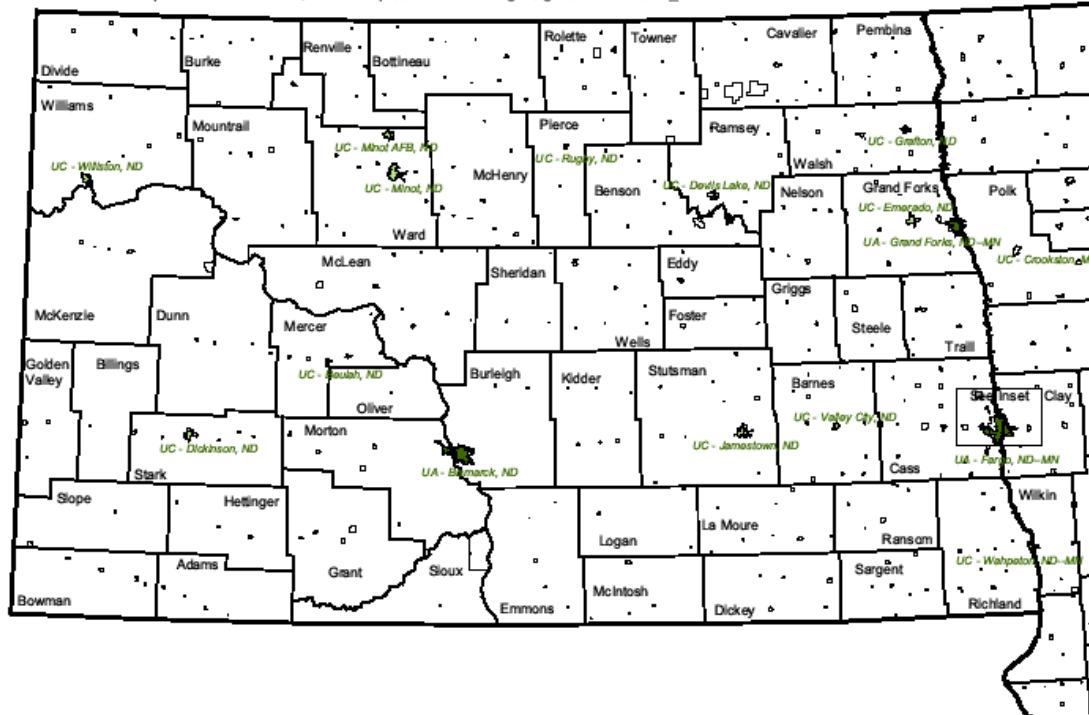
2000 Urban Classifications for North Dakota (Map 1 of 2)

Source: U.S. Census Bureau, 2000 TIGER Cartographic Boundary Files

Note: For Census 2000, the Census Bureau classifies as 'urban' all territory, population, and housing units located within an urbanized area (UA) or an urban cluster (UC). It delineates UA and UC boundaries to encompass densely settled territories which do not necessarily follow municipal boundaries. According to this system, rural areas consist of all territory located outside of urbanized areas and urban clusters.

For a detailed explanation of 'urban', visit <http://www.census.gov/geo/www/ua/ua_2k.html>.

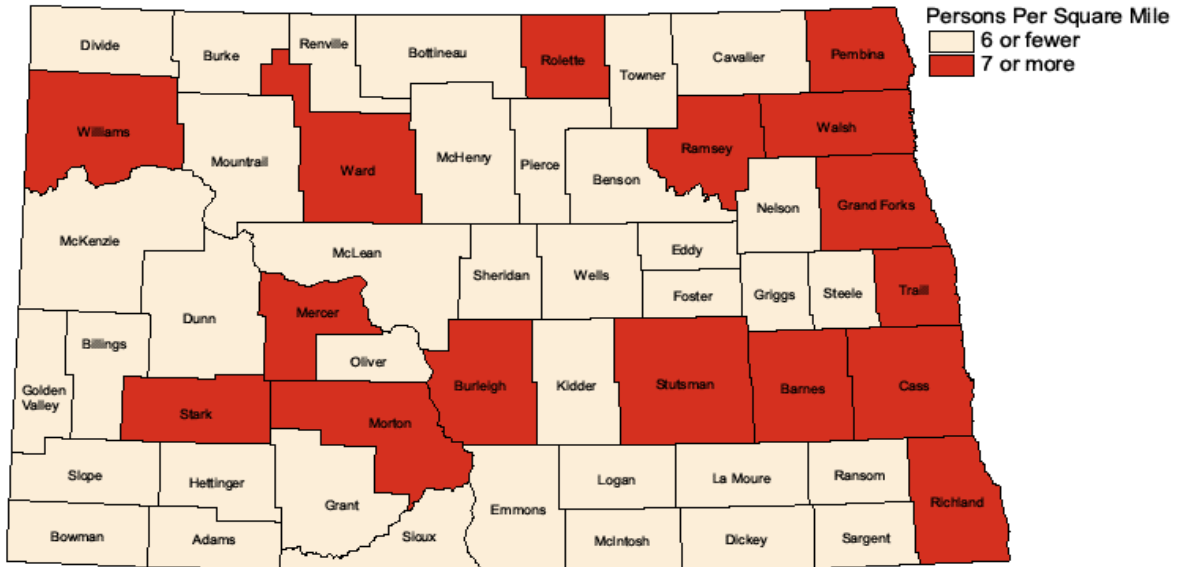
Urban Areas
 Urbanized Area (UA)
 Urban Cluster (UC)



However, it must be noted that the entire state is considered sparsely populated, as almost one-third of the state's total population reside in the three urban areas. The term "sparsely populated" is best illustrated by looking at the average number of persons per square mile by county – only Cass County has 70 or more persons per square mile; three counties (Burleigh, Grand Forks, and Ward) have 29-26 persons per square mile; nine have 10-17 persons per square mile; 18 have four to eight and the remaining 22 counties have one to three persons per square mile. To put this into proper perspective, consider that North Dakota ranks 19th in the nation in total square miles with an area of 70,000 square miles, but 48th in total population. The map below relates the distribution of population using the data set of incorporated cities per county locale. City is a relative term. While North Dakota had 373 cities in 2000, the median city size was 189 persons.

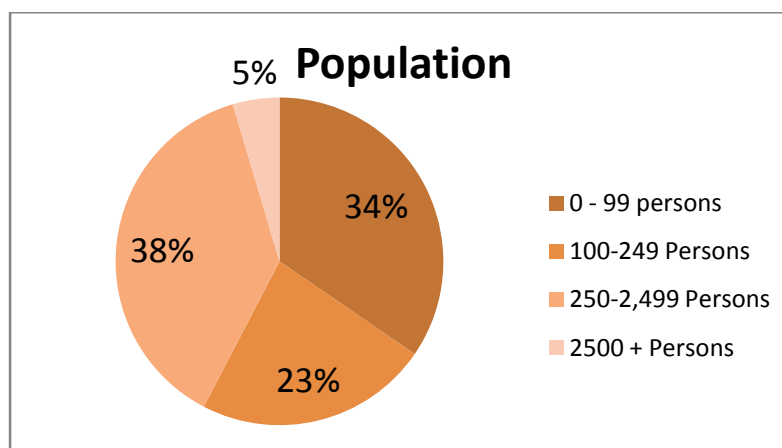
Population Density in North Dakota by County: 2000

Note: The term "Frontier County" is sometimes used to refer to a county with a population density of 6 or fewer persons per square mile.
Source: U.S. Census Bureau, Census 2000.



In addition, of the 373 cities in North Dakota, nearly 60 percent have fewer than 250 persons, as indicated on the following chart of city size distribution.

City Size Distribution in North Dakota: 2000



NOTE: The chart does not total 100 due to rounding.

c. Specific Population Groups

The State of North Dakota contracts with Experience Works to manage the State's allocation of the Equitable Distribution slots. Experience Works is the only national grantee operating the SCSEP in the state.

The SCSEP outcomes directly hinge upon the ability to continually recruit interested applicants and maintain a waiting list of eligible applicants who can fill vacancies as they occur. Effective outreach for older jobseekers, especially those who are low income, have multiple barriers to employment, and poor employment prospects, required innovative and non-traditional methods of recruitment. Local staff is trained on how to develop an effective recruitment plan. The plan includes an analysis of the demographics of each county, a map of the locations of host agencies and participants' residences and local Job Services, and a strategy of the untapped areas for targeted recruitment efforts. This process serves as the blueprint for local recruitment plans at the start of each program year and is an Experienced Works "best practice," resulting in doubling the number of SCSEP participants in some rural communities.

Strategies to raise awareness of SCSEP, in general and priority groups in particular include the following:

- Enlisting community members in daily contact with the targeted population to serve as SCSEP ambassadors (such as haircutters, coffee shop waitresses, clergy, health paraprofessionals, convenience and grocery store cashiers, homeless shelter volunteers, ex-offender program personnel, and drivers who transport older and disabled people).
- Partnering with food banks to insert flyers into holiday food baskets.
- Using non-mainstream media (foreign language newspapers, oldies/religious/and farm radio stations as well as agricultural and weather cable channels to reach rural individuals, church bulletins, school newsletters read by grandparents raising grandchildren, senior-focused newspapers, and websites and e-mail forums).
- Recognizing successful program participants by enlisting them as recruitment coaches, particularly those who can reach priority groups, such as non-native speakers or formerly homeless participants.
- Sponsoring local and national events such as Employ Older Workers Week, Older American's Month, health and wellness fairs.
- Leveraging national partnerships to reach potential participants, including Volunteers of America. Leveraging local partnerships, such as maintaining a strong presence in all one stops within our territory, ensuring One-Stops post SCSEP vacancies, and enhancing One-Stop partnerships, services and referrals.

- Maintaining partnerships with veteran services and organizations such as VA centers, VFWs, American Legions, and providers that transport disadvantages veterans to VA hospitals.
- Encouraging community employers to refer older job applicants who do not have the skills to be hired.
- Involving rural cooperatives as a referral partner.
- Working with vocational rehabilitation services, host agencies, and other nonprofits that serve individuals with disabilities to identify eligible seniors.
- Utilizing church bulletin inserts and grocery bag flyers.
- Mailings and referrals from energy assistance providers.
- Partnering with Medicare Part D enrollment efforts.

The number of minorities served is tracked through the Experience Works PHA database and the Quarterly Progress Report, which management staff uses to monitor whether minorities are being equitably served and placed. In addition to the methods discussed previously, minorities are reached through the use of recruitment materials targeted specifically to them. For example, Experience Works' recruitment materials can be customized to feature photos of Native Americans, Hispanics, Asians, and African-Americans in areas where there are significant numbers of these minorities.

Experience Works will continue to use ongoing methods of developing and disseminating effective and customized recruitment materials (available to local staff at the click of a mouse and easily customized for local needs), national and local public relations opportunities, recruitment best practices, and DOL's public relations materials.

In selecting participants from among eligible applicants, priority will be given to those individuals age 65 or older or to individuals who meet at least one of the following characteristics:

- a) Have a disability;
- b) Have limited English proficiency or low literacy skills;
- c) Reside in a rural area;
- d) Are a veteran or spouse of veterans;
- e) Have low employment prospects;
- f) Have failed to find employment after utilizing services provided under Title I of the Workforce Investment Act; or
- g) Are homeless or at risk of homelessness.

Experience Works will strive to serve these populations at least in proportion to their percentage of the population. Staff with oversight responsibilities will review SCSEP participant

characteristics on a regular basis to ensure targeted populations are being served. Program activities will be provided to ensure successful participation of these groups.

Each applicant's eligibility will be determined by an interview and will be documented on an intake form. To be eligible for SCSEP an applicant must be:

- At least 55 years of age;
- A resident of North Dakota
- A member of a family whose includable annual income does not exceed 125% of applicable poverty guidelines;
- Eligible to work in accordance with the Immigration Reform Control Act of 1986; and
- Unemployed as defined by the OAA.

The applicant interview is held in a confidential setting accessible to the applicant.

Documentation of eligibility includes proof of age (such as a driver's license, birth certificate), residence (such as driver's license, voter's registration card), eligibility to work in the U.S. (completion of IRCA I-9 form), and economic status (pay stubs, income tax forms, public assistance documentation, etc.). Participants are also required to provide proof of family size and veteran status. For eligibility purposes, persons who are disabled may be considered a family of one due to disability. When participants are so designated, they are also required to provide proof of the disability.

Income eligibility is computed from information and documents provided by the participant and then compared to the current year HHS Poverty Guidelines for SCSEP. Copies of the required supporting documentation are attached to the eligibility intake form. An applicant or participant's refusal to produce the documentation substantiating income may result in the denial of enrollment or continued enrollment.

The eligibility forms are completed by an Experience Works representative, signed and dated by the participant, then verified (within 30 days) by an Experience Works representative who was not involved in preparing the forms. Original forms are maintained at the Experience Works Regional Service Center with a copy at the local employment and training coordinator's office in North Dakota. In addition to the NDDHS, only staff or other individuals (such as auditors or DOL monitors) who are authorized under SCSEP law/regulations have access to participant information.

Section 5 Supporting Employment Opportunities for Participants

Appendix D, taken from the State of North Dakota Strategic Five-year State Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act describes the industries and occupations expected growth.

The industries and occupations most likely to provide substantial employment opportunities for SCSEP participants are food services, educational services, recreation, retail trade office support services and janitorial services.

Typical applicants for the SCSEP in the North Dakota have the following skill levels and employment history:

- Multiple barriers to employment (age, and often disability on top of the obvious economic need that must be there to qualify for enrollment, homelessness, low-literacy, displaced homemakers, etc.)
- Often low levels of education (completed anywhere from 8th grade to high school)
- Often have come with a gap from the time they were last employed and the time at which they seek help from SCSEP to re-enter the workforce
- Often low skill levels or skills that were acquired many years ago and before the technological changes that have come fast and furious to the workplace in the past decade. Many of the people who come to us need to not only learn a skill but learn to assimilate to a workplace setting and the according expectations
- Seniors who experience cultural, social or geographic isolation
- People with poor employment history or prospects
- People who are receiving public assistance
- People with limited language skills – some are immigrants who have never learned to read or write in their own native language so getting them trained in English as a Second Language (ESL) classes is very challenging
- Minorities – SCSEP serves minorities as well with the major minority participants being comprised of Native Americans
- Some past employment experience in service-type fields such as cooking, janitorial, manual labor, bookkeeping (from many years ago doing manual ledgers) and basic clerical or retail experience

Through the contract with Experience Works, the State of North Dakota will ensure that skills training meets the needs of both participants and employers. See Section 6 for a detailed description.

Section 6 Increasing Participant Placement in Unsubsidized Employment and Employer Outreach

A fundamental task of all staff is to understand their local and regional labor market demands. This drives the IEP and community service work based training assignment and ensures that participants are trained and placed in specific jobs where they live. A variety of methods will be used to achieve the placement of participants into unsubsidized employment:

- Negotiating hiring contracts with current and prospective host agencies.
- Helping participants prepare resumes.
- Considering required registration of participants at the workforce center.
- Rotating work assignments in conjunction with the IEP.
- Intensifying efforts at securing WIA services for participants by co-enrolling participants and eligible applicants.
- Increasing contact with private sector employers, trade groups, etc.
- Operating job clubs and job-search training.

Key Experience Works personnel with responsibility for assisting participants to find jobs and developing employer leads are the employment and training coordinators (ETCs), the locally based SCSEP staff with primary responsibility for providing participant services. They are expected to know the occupations that are high growth and in demand in their areas. This information can be essential in helping a participant develop a realistic job goal. The information is also used to develop training options. Retail sales, health, information technology, transportation, and hospitality are high growth areas where SCSEP participants have received training for-and found-jobs. WIA funds/co-enrollment may be sought to provide the training.

In addition to methods mentioned previously, local and regional staff keep abreast of business trends and employment opportunities through the Workforce Development Council and chambers of commerce. Staff continually work to expand their knowledge about and opportunities with the businesses and industries located in their territories. In addition, Experience Works will increase access to new employers through leveraging existing business relationships; use national employers to expand partnerships in all local areas where their businesses operate; demystify and destigmatize the SCSEP to improve marketing of older workers to the private sector; and identify and validate new or high growth employment opportunities suitable for an older workforce. All of these efforts will produce significant SCSEP program benefits and will help participants gain the skills to meet business needs.

To identify jobs with established career ladders that are also critical to the success of the regional economy, staff use a number of resources. As part of the WDC network, they have

access to employers interested in working with the WIA system and who can identify career ladders within their businesses. Local staff meet with human resources managers to discuss their job needs, potential job opportunities for SCSEP participants, and the extent to which these jobs provide opportunity beyond the entry level. Community colleges and educational institutions, the O*Net resources previously discussed, and local or regional high growth are other resources for identifying jobs with growth potential that will also help build the state's economy.

Placing participants in these jobs involves traditional job placement techniques as well as newer initiatives. WIA funds/co-enrollment may be sought to gain training in quality jobs in demand. OJEs, customized training, SBA-supported employer initiatives, and partnerships with community and technical schools are just a few of the other methods used to prepare and place participants into jobs with an established career ladder. For example, participants completing CNA certification training may be encouraged to continue on to the LPN level, often with the help of their new employer.

Job retention strategies that Experience Works has found to be effective include care in making the initial placement (ensuring there is a good match between employer expectations and participant's skill level, interest, and work ethics), follow up shortly after employment to ensure the former participant is satisfied with the placement, counseling when issues or problems develop with the job, provision of supportive services as needed for job retention, and good customer service for the employer and placed participant.

As noted elsewhere in this proposal, WIA and the one-stop delivery system are valuable partners in assisting Experience Works to meet its unsubsidized placement goal. Some of the resources available through the workforce system, and usually spelled out in MOUs developed with WIA entities, include labor market information, job referrals, connections to employers through the WDC, collaboration on training leading to job, and job-related supportive services accessed through WIA partners.

The partnership between the State of North Dakota and Experience Works has been very successful in achieving enhanced opportunities for SCSEP participants. Experience Works has increased the entry into unsubsidized employment. The rural nature of the state and limited job opportunities in some areas will continue to present challenges.

Types of training in addition to community service training that Experience Works proposes to offer are:

General Training Training can focus on skills that are not occupational specific skills but are still needed to increase or upgrade skills to support preparation for employment. Examples include basic education, English-as-a-second language, world-of-work skills, and job-search

skills. As with occupational skills training, community resources outside SCSEP must often be obtained. Also, all participants are encouraged to participate in community events that offer training opportunities, such as health and job fairs in their areas. Provision of developmental training is usually driven by the IEP and usually provided in conjunction with a community service assignment. However, some types of training – such as job-search skills – may be provided one-on-one with an Experience Works representative as needed or as training for participants in a group meeting or through the Job Service. A description of the Experience Works unique Job Club/Job Search Training follows.

Job Club/Job Search Training: Once job ready, participants are empowered in their job search with customized assistance that, at a minimum, includes resume preparation, interview skills, and referrals. Because job development is most effective when the participant is actively involved in the process, job referrals made by staff or through the Job Service network supplement rather than dominate the activity of the participant. Sometimes, more in-depth support may be necessary, especially for participants who lack confidence in their ability to find a job. Support can be provided either through WIA job-search classes or through the Experience Works Job Club/Job Search Training developed specifically for older individuals.

Job Club/Job Search Training is a value-added feature for SCSEP projects operated by Experience Works. The training incorporates best practices from its most successful projects around the country and ideas/adapted materials from some of the most recognized trainers in the industry. The revised curriculum includes a manual containing instructions and materials for the trainer as well as handouts and materials for the participants.

The Job Club/Job Search Training is an enjoyable and non-threatening way for participants to be introduced to job search. Modules include orientation, self-assessment, networking, applications, resume/cover letter, setting goals, the interview, difficult questions, closing an interview and thank you notes, continuing the search, and keeping the job. Each module has identified objectives and is organized and focused in an environment of support and opportunity. Experience Works recognizes that success does not happen overnight and thus the Job Club/Job Search Training provides specific steps in a certain order to maximize participants' employment potential. The training is not a "stand-alone" activity and allows for self-exploration by participants who may need more intensive assistance. In rural areas where there are few participants, staff may collaborate with other employment and training providers to ensure there are enough participants to hold a job club. A goal of the training is not only to empower participants to find their own jobs but to increase SCSEP unsubsidized placements by doing so.

Some of the concepts behind the training are new. For example, most job club curricula expect participants to begin job search immediately. Because SCSEP participants often have

multiple barriers to work, low self-esteem, out-of-date or nonexistent job search skills, and little belief they can be successful in finding a job, the first sessions concentrate on building up their awareness of what they have to offer and provide job search basics. Only then are they encouraged to begin looking for a job. Another new feature is the ability to provide, to most participants who need it, basic computer skills training prior to or as part of the job club curriculum. Without computer literacy, participants lack access to the variety of community jobs posted only on-line and the ability to complete on-line applications.

Throughout, the Job Club/Job Search Training emphasizes finding a job the participant really wants rather than accepting just any job. Training a participant to get a job that satisfies the participant's needs results in good job retention, helping Experience Works meet SCSEP performance measures.

Specialized training Specialized training is designed to prepare a participant for a particular job or industry. For "customized" training, a contract is negotiated with a provider that details specific skills to be learned, timeliness, and payment responsibilities. One-stops or other community partners are usually involved in the provision of this kind of training, which is based on the participant's IEP.

Co-enrollment of participants with one stops leverages training opportunities. Low cost/no cost training can sometimes be accessed through adult education or community and technical schools. Examples of credentialed specialized training Experience Works has provided in partnership with one stops, community or technical schools, and/or employers include certified nurse assistants, home health aides, and commercial drivers license.

Not all training for high growth or in demand jobs requires certification. For example, basic computer literacy (which Experience Works has as an on-line self-paced training option for participants, in addition to using community partners) may be all that is needed for many jobs suitable for participants, such as in the retail and hospitality sectors. A description of the computer training to be emphasized follows.

Computer Training: All participants will have access to basic computer training. Participants that want to take more advanced courses, including certification-level courses, can be provided with training as determined by their IEP. Through an Experience Works contract with Teknimedia or NegG, on-line training can be used when the participant indicates a preference for such training or when similar resources cannot be arranged at no or low cost through accessible community partners such as One-Stops and community colleges. Computer skills training will be delivered on a three-tier approach. Those individuals who require a basic understanding, including point and click, screen familiarity, and Internet browsing, may receive these skills after placement at a host site. In some cases, these basic skills will be available at

the host agency site. Those participants lacking computer skills when assigned to a job club may receive a basic introduction to computers and how to complete an on-line application as part of the job club curriculum. Finally, staff may arrange for the participant to take a Teknimedia basic computer literacy course other than at the host agency or through a job club. This on-line, self-paced training can be presented by the facilitator either at the training site, a One-Stop, or at a local Experience Works office.

The next level of training is transferable computer skills that participants can either learn at the training site if access to a computer is available, or through one-on-one interaction with locally based Experience Works staff. Again, through Teknimedia programs, the participant may have access to exploring email, basic word processing, basic spreadsheets, and basic presentations. Participants may also have the opportunity to “check out” a laptop computer and work on the course in a self-paced atmosphere either at the training site, the one stop, or at their home. Progress will be monitored by the Experience Works training department. When other facilitators are unavailable, participant assistants will be trained to provide hands on support and encouragement to on-line/self-paced trainees.

The last level of computer skills training available is an advanced end training and would allow the participant to gain skills in A+ Certification, Crystal Reports, Quick Books, Microsoft Word, Microsoft Excel, Microsoft Power Point, Access, and Outlook. Training would be available based upon a labor market analysis by the employment and training coordinator and a demonstration that there is a demand of these jobs within the local labor market. These skill sets would be available through NetG courses (accessible on-line).and again could be facilitated in a self-taught environment or at a local training site, such as a one stop.

Whether or not the negotiated goal is being met will be monitored on a quarterly basis based on data and reports submitted by Experience Works.

Section 7 Community Service Needs

Experience Works community service assignments are as diverse as the people and locations served. Development of community service assignments is an ongoing process. It requires that staff be aware of local community needs, agencies/organizations that can act as host agencies, and the quality of services that can be provided by the host agency to the participant. Although development is ongoing, selection of an assignment is based primarily on the participant’s needs as described in the IEP. Experience Works therefore does not designate specific ‘priority areas’ or types of assignments (such as child care or energy conservation), because each assignment is based on the IEP.

Experience Works staff use the assessment and IEP as the basis for community service assignment and training. If we do not have a suitable assignment on file, staff will contact a

current or prospective agency to see if a suitable position can be developed for the new participant. Participants are referred for an interview, just as if applying for an unsubsidized position. In smaller communities, there may be only one eligible agency. If the participant is unwilling or unable to drive a distance, we may have to develop an assignment, which is not a perfect match.

Experience Works community service training assignments are as diverse as the people and locations served. Development of community service work-based training assignments is an ongoing process requiring that staff be aware of local community needs, agencies/organizations that can act as host agencies, and the quality of services provided by the host agency to the participant. Selection of an assignment is based primarily on the participant's needs as described in the IEP. To be eligible to serve as an SCSEP host agency, an agency must be either 1) local, state or federal government or 2) a nonprofit agency that has obtained 501 (c) (3) tax exempt status from the IRS. Factors emphasized in selecting the assignment include location of the assignment in or near the community in which the participant resides, the quality of training/services that can be provided by the host agency to the participant, and potential for and/or the ability of the host agency to meet special participant needs. Examples of special needs include an individual with disabilities who has assistive technology needs, a non-English speaking participant who needs ESL training as part of his or her assignment, or an individual who needs specialized/personalized counseling. To ensure quality training is provided, staff make on-site visits during the host agency selection process to determine if proposed positions a) provide opportunities to learn job skills that match local jobs in demand, b) involve staff committed to providing quality supervision and training, c) offer meaningful training for the delivery of essential community services, d) provide a safe and beneficial working environment that supports a participant's ability to carry out SCSEP assignments and obtain employment, and e) meet other SCSEP requirements. Although the participant's needs are paramount, staff strives to ensure that the activities to which participants are assigned are representative of the diversity of the community, meet essential community needs, and are balanced between services to the general population and to the elderly population.

Participants in the SCSEP lack the skills necessary to obtain jobs on their own or through use of One-Stop core resources. Therefore, training provided through SCSEP is designed to place them in jobs that are in demand in local communities. Staff use proven methods for developing host agency assignments and customized older worker training that directly results in jobs.

Experience Works will continue to work with established host agencies and recruit new agencies through advertising, presentations, face to face contacts and word of mouth as the need arises. This will occur on an on-going basis.

Section 8 Coordination With Other Programs, Initiatives and Entities

Workforce Investment Act: North Dakota is a single local area state. The North Dakota Workforce Development Council serves as the local and state workforce investment board. As the local workforce investment board, the Council takes the lead in developing the One-Stop Delivery System Memorandum of Understanding (MOU) based on the services and strategies included in the WIA 5-Year Strategic Plan. MOU impasse situations, which cannot be resolved between the Workforce Development Council and required Partner(s), will be forwarded to the Governor for resolution. If the impasse continues the situation will be reported to the United States Secretary of Labor and to the head of any other Federal agency with responsibility for oversight of a partner's program.

Twenty agencies/entities designated as mandatory/optional partners in WIA and the Workforce Development Council are working collaboratively on developing the North Dakota Workforce Investment System.

Aging Services Division will work with Job Service North Dakota, the designated One-Stop operator, who delivers services funded by the Adult, Dislocated Worker, and Youth Programs of the Workforce Investment Act, Wagner-Peyser, Veteran's Employment and Training, Unemployment Insurance, Trade Adjustment Assistance, Senior Community Service Employment Program (in some centers), JOBS, Food Stamp Employment and Training Program (in some centers).

The types of relationships established between partners in the One-Stop delivery system vary depending on the customer service needs that are being addressed. The foundation for all relationships is electronic. The SHARE Network (Sharing How Awareness of Resources Empowers) is an Internet-based, electronic referral system connecting North Dakota's One-Stop Centers with providers of services that help customers/clients obtain, retain, or advance in employment. The jobsnd.com website of Job Service North Dakota easily links users to www.sharenetworknd.com and the services of over 630 members.

OAA Programs: The Aging Services Division contracts with OAA providers across the state. The OAA providers are a prime referral source for the SCSEP program as well as a source to disseminate SCSEP recruitment materials. Experience Works already has a close working relationship with OAA providers. Aging Services will support the continued coordination between Experience Works and OAA providers.

Other Public and Private Entities: The SCSEP program will be coordinated with transportation programs for older person that are funded by the Department of Transportation (DOT). Aging Services has an MOU with DOT. Transportation services across the State are available to SCSEP

workers. Aging Services has been involved in recent transit workshops in an effort to more effectively and efficiently meet transportation needs in all parts of the state.

Partnerships will continue with Independent Living Centers; Retired Senior Volunteer Programs; and AARP. Meetings will be held with each of those programs to enhance efforts to refer and serve older workers.

Collaboration With Other Partners: Aging Services and Vocational Rehabilitation (VR) are both under the umbrella of the Department of Human Services; therefore collaboration regarding employment opportunities for older persons has already begun. Aging Services will meet with the VR regional administrators and state staff to exchange information; discuss referral procedures and additional efforts to enhance coordination on behalf of older persons.

Aging Services has a contract with one of the two year colleges in North Dakota to train in-home care providers. The availability of this training will be shared with Experience Works for potential referral of older persons who are interested in providing this service as an independent contractor.

Collaboration With Other Labor Market and Job Training Initiatives: The two community based job training grants are for health care and are located at Turtle Mountain Community College, Belcourt, and United Tribes Technical College, Bismarck. Experience Works will work with both of the tribal colleges to coordinate efforts on behalf of older workers.

North Dakota does not have any WIRED grantees or President's High Growth Job Training Initiatives.

Leveraging Resources from Other Key Partners: There are no plans to obtain financial resources from other entities. As a state agency our budget must be approved by the Governor and the State Legislature. Soliciting funds, other than grants, is not a standard practice.

Section 9 Avoidance of Disruption in Service

In the event that there is a loss in positions or a transfer in positions, North Dakota will utilize the following strategies:

1. North Dakota will attempt to transition participants to unsubsidized employment.
2. North Dakota will arrange for transfer of participants to other appropriate service providers of similar or like services who are operating in the geographic area.
3. Participants least likely to be adversely affected will be provided 45 days advance written notice of termination and the reason for termination. Such participants will be referred to other employment and training resources in the One-Stop Delivery System. These referrals will be documented in the record of applicant services.

4. Within 45 days of notification that positions will be reduced North Dakota will provide participants with written notice of the change in their Senior Community Service Employment Program enrollment. In addition, follow-up calls to participants will be accomplished within ten days after the written notification to answer any questions or concerns, and to facilitate the transitions.

These strategies will be included in the agreement with Experience Works.

Positions will not be transferred unless agreed to by both Experience Works and the Aging Services Division. Final approval will rest with the Department of Labor.

Section 10 Improvement of SCSEP Services

The partnership between the Aging Services Division and Experience Works, the only SCSEP grantee in the state, has been beneficial to older workers as well as to both organizations.

Future planned changes include the following:

1. Increase the number of face to face meetings between Aging Services Division and Experience Works Regional Director to two times per year.
2. Aging Services Division participate in enrollees training at a minimum of once per year.
3. Aging Services Division meet with North Dakota Experience Works staff a minimum of two times per year.
4. Include information about the SCSEP program in Regional Aging Services newsletters a minimum of once per year.
5. Collaborate with Experience Works to advertise the value of Older Workers through news releases; participation in employment work groups; appearances on television and radio and other opportunities that are pertinent.

Section II. Appendixes

A. Copy of the Equitable Distribution Report

B. Copies of the public comments

C. Letters of attestation of participation in development of the State Plan from all required parties.

D. North Dakota Five-year State Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act.

Appendix A

Appendix B

Appendix C

Appendix D